

28 FEB 1972

MEMORANDUM FOR: Acting Director of Finance

SUBJECT : Irregular Workweek, Central Reference Service

REFERENCE : Memo to D/Pers fr AD/Fin dtd 17 Feb '72, Same Subject

1. Your points in the attached memorandum are well taken. We had considered these possible inequities at the time we formulated our planning for the policy concerning irregular workweeks.

2. To go back to our thoughts then, the rationale for DD/S approval of non-standard workweeks was based on: (a) the irregular schedules had to be operationally in the best interests of the Agency's mission and (b) the schedules would apply only to around-the-clock coverage seven days a week.

3. We found that our machine accounting procedures could handle such non-standard work schedules if the schedules were organized within an 80-hour accounting period framework. We, therefore, concentrated on that factor. We considered the possible inequities that you have mentioned in your memorandum, particularly in terms of holiday time not exceeding eight hours. We found that in order to preserve equities for the employee on a standard workweek where holiday time was concerned we had to create what might be considered inequities for the employee required to serve a non-standard workweek in the best interest of the Agency, i.e., limiting him to only eight hours of holiday pay when his regularly scheduled workday fell on a holiday; or charging him a portion of forced leave for his holiday when he did not work; or ignoring the rationale for the non-standard schedule by demanding additional overtime, even if compensatory in nature. STATINTL

4. We wanted to retain as many of the provisions of [REDACTED] as we could in developing our concept of a non-standard workweek. It soon appeared that a too precise application of these many provisions would lead us into such complexities that the particular purpose for a given non-standard schedule would be lost. Therefore, balancing one possible inequity against another, we thought it best to keep the guidelines governing accounting procedures as simple as possible within the 80-hour time frame and we accordingly expanded the eight-hour maximum for holiday pay to a 12-hour maximum where the 12-hour day was a regularly scheduled day within the employee's non-standard workweek. There will be times when a holiday falls within the 12-hour day workweek and an employee will work only 68 hours for his biweekly paycheck instead of 72. Because these schedules involve changing shifts over the year, we doubt if any single employee will benefit to the tune of nine holidays in his total annual paychecks (the standard workweek employee always will).

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5. We should like to establish the guidelines as set forth in my memorandum to the Executive Director-Comptroller for the Central Reference Service non-standard workweek. As you will note, this is for a trial period of six months and the Director, Central Reference Service will submit quarterly reports on its effectiveness. We intend to monitor these schedules, continue to discuss them with you, and if future adjustments must be made we will then be able to consider them on the basis of experience.

/s/Harry B. Fisher

Harry B. Fisher  
Director of Personnel

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